



FACTORS AFFECTING JOB SATISFACTION WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR APPROACH

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ABSTRAK

Tujuan penelitian ini adalah untuk mengetahui faktor apa saja dalam dimensi *Organizational Citizenship Behaviour* (OCB) yang memengaruhi kepuasan kerja. Metode yang digunakan adalah penelitian kuantitatif dengan pengolahan data menggunakan SPSS 25. Teknik sampel yang digunakan dalam penelitian yaitu teknik sampling jenuh yang melibatkan seluruh populasi dalam penelitian. Responden yang dipilih dalam penelitian ini adalah seluruh karyawan yang berjumlah 50 pada organisasi X. Nama organisasi tidak dapat disebut dalam publikasi artikel untuk menjaga privasi dari organisasi yang bersangkutan. Hasil pengujian pada olah data menunjukkan bahwa secara simultan kelima aspek dalam OCB berpengaruh terhadap kepuasan kerja. Sedangkan secara parsial aspek *altruism dan courtesy* berpengaruh terhadap kepuasan kerja, dan ketiga aspek lainnya dalam dimensi OCB yaitu *civic virtue, conscientiousness* dan *sportsmanship* tidak berpengaruh terhadap kepuasan kerja pada karyawan.

Kata kunci: *Organizational Citizenship Behaviour, Kepuasan kerja*

ABSTRACT

The purpose of this study was to find out whether characteristics in the dimensions of Organizational Citizenship Behavior (OCB) influence job satisfaction. The study approach employed is quantitative, with data processed using SPSS 25. The study's sample technique is a saturation sampling technique that includes the entire population in the study. All 50 employees of business X were chosen as respondents for this study. To protect the privacy of the organization, the name of the organization cannot be disclosed in the publication of articles. The data processing test findings reveal that the five characteristics of OCB have an effect on job satisfaction at the same time. Meanwhile, altruism and civility have an effect on job satisfaction, as do the other three OCB dimensions namely civic virtue, conscientiousness and sportsmanship, have no effect on employee job satisfaction.

Keywords: *Organizational Citizenship Behaviour, Job Satisfaction*

INTRODUCTION

Organizational citizenship behavior (OCB) is a visible and observable voluntary behavior. OCB is a behavior. Therefore, actually OCB is based on a dominant motive/value. Volunteering in the form of behavior does not necessarily reflect actual willingness. Indeed, knowing the values of employees is not always easy. Therefore, pragmatically management practices in organizations are often oriented to what can be observed, namely behavior. The formation of behavior is often based on external rewards and punishments. (Triyanto, 2009). Today, the organization can run well if it contains human resources who can do the job according to the job description or formal tasks determined by the boss and are able to reap the expected results.

The leadership gives each employee in the form of a written task (in role) which contains tasks, responsibilities, authority, working conditions and certain aspects of work. Due to the increasingly advanced and developing world of work that is increasingly modern, it cannot be denied that the demands of the work that must be done are becoming more varied, so having highly competent human resources is very necessary. Organizations increasingly need human resources who are not only able to do their formal work but are also expected to be able to do extra work that is profitable for the organization. Actions outside of formal job obligations (extra role) that exceed the job description that has been determined by the organization are referred to as Organizational Citizenship Behavior (OCB).

OCB behavior is not contained in employee job descriptions, but is highly expected, because it supports increasing the effectiveness and survival of the organization, especially in a business environment where competition is increasingly fierce. Employees who have OCB will have high loyalty to the organization where they work, and automatically will feel comfortable and safe in their work. OCB is behavior-oriented and it is hoped that this behavior reflects the values that are internalized. Job satisfaction is one of the factors that can appear as a positive impact of extra behavior in employees or OCB. Organ (2006), "Organizational citizenship behavior (OCB) is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness". The five indicators according to Organ (2006), include: Altruism, Consciousness, Civic Virtue, Courtesy and Sportsmanship.

A number of studies have been conducted to analyze the consequences of job satisfaction on the OCB variable (Triyanto, 2009, Bowler & Brass (2003). However, there are



also studies that examine the opposite, namely job satisfaction as a variable that influences the presence of OCB (Alif, 2015; Sudarmo & Wibowo, 2018). This study will not debate which one is more correct, but will focus more on OCB behavior in employees who appear first, and whether it has an effect on job satisfaction. Furthermore, based on the five indicators that exist in the OCB, it is necessary to further identify the factors that have a significant influence on job satisfaction.

The phenomenon of OCB is indeed very interesting to study because the understanding of OCB is broader and deeper than commitment. Based on existing concepts and research, researchers want to know more deeply whether organizational citizenship behavior (OCB) has an effect on job satisfaction desires simultaneously, and of the five factors in OCB, what factors affect job satisfaction. Until now, research on organizational citizenship behavior (OCB) is still not much and the generalization is still very limited. The sample in this study were members of the "X" organization which is engaged in training in the Yogyakarta area. Work as a teacher demands a high commitment, so it is necessary to measure the level of organizational citizenship behavior (OCB) that has an impact on job satisfaction.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

OCB researchers define civic behavior as a behavior separate from the core role of job performance and emphasize that OCB should be seen as an extra role as well as an organizationally functioning role. Podsakoff et al. (2000) recorded more than 150 articles published in scientific journals in the period 1997 to 1998. This shows that civic behavior is very helpful in an efficient, effective and positive organization.

Greenberg and Baron (2008: 231, 433) define OCB as a voluntary action that goes beyond formal work requirements. A form of informal behavior in which a person exceeds formal expectations in contributing to the well-being of the organization and the people in it. Robbins and Judge (2008:40) describe OCB as optional behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. From some of the definitions above, the authors conclude that OCB is a voluntary behavior outside of a predetermined formal job, but has an impact on the company effectively, efficiently and positively. The dimensions of OCB according to Organ (1988, in Podsakoff, 2000) include: Altruism (Helping others to do their work), Conscientiousness (performance exceeds



standards), Sportmanship (works without complaining and complaining), Courtesy (behavior according to rules) , Civic Virtue (care for the organization).

Job satisfaction

Satisfaction relates to employee attitudes towards work, situations and cooperation with superiors and fellow co-workers (Tiffin, 1958; in Setiawan, 2005). Job satisfaction is pleasure or positive emotion that shares the results of work performance or experience (Locke, 1976; in Lima & Caetano, 2001). According to Locke & Hudson (1999; in Sibarani, 2006) job satisfaction refers to the general attitude of employees to the overall job or to every aspect related to the treatment received by employees at work. Greenberg and Baron (2008:221), Schermerhorn, Hunt and Osborn (2002:162) define job satisfaction as a positive or negative attitude felt by individuals towards their work.

Robbins and Judge (2008:40) consider job satisfaction as a positive feeling about one's work which is the result of evaluating its characteristics. Job satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work. (Rivai and Sagala. 2010:856). Job satisfaction is a feeling that supports or does not support employees who are related to their work and their conditions. (Mangkunegara, 2011:117).

The conclusion from several notions of job satisfaction is that job satisfaction is related to one's feelings towards situations and working conditions, both positive and negative. The dimensions of job satisfaction according to the Job Description Index (JDI) (Wood et al, 1998) include the work itself, quality of supervision, relationships with co-workers, promotion opportunities, salary.

Effect of OCB on Job Satisfaction

In general, employees want their organization to be a good place to work now and in the future, and with the support of cultural collectives, employees will voluntarily help colleagues related to their work, provide support to colleagues in the organization as a form of appreciation for performance performance. , and take on extra roles. By doing these things, employees will contribute to improving organizational performance, because work will be more enjoyable, effective and efficient.

This is also in line with research which states that OCB behavior has an impact on employees' levels of job satisfaction. The higher the job satisfaction, the higher the OCB of employees, and vice versa, the lower the job happiness, the lower the OCB of employees. Job

satisfaction influences OCB, according to study (Akbar et al., 2016; Bowling, 2010; Dewi & Suwandana, 2016; Fanani et al., 2016). Based on the explanation above, this study has a hypothesis that OCB has a positive impact on job satisfaction.

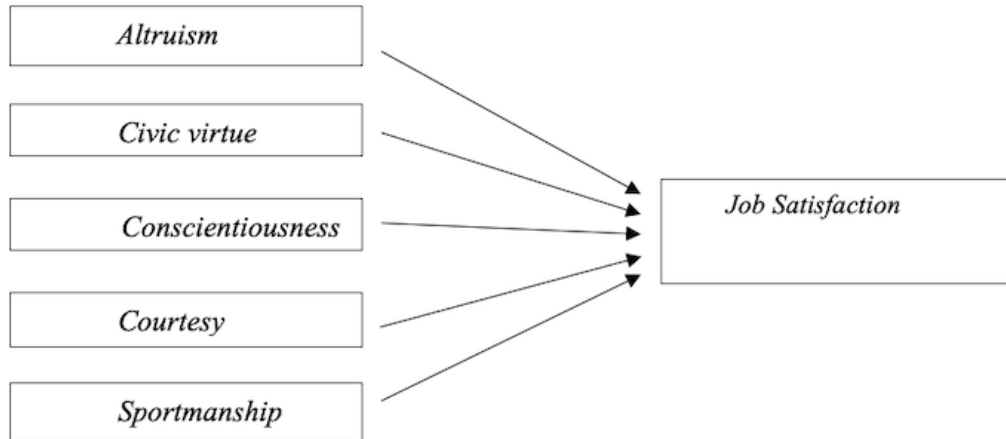


Figure 1 Research Framework

RESEARCH METHODS

This research uses a quantitative method with a survey type. Survey research is research conducted by compiling prepared questions and then submitting them to respondents to be studied. The quantitative approach was chosen because the data that will be used to analyze the relationship between variables is measured by numbers or a numerical scale (Kuncoro, 2013:81). In this study, we will analyze the effect of each variable through a survey and also with a quantitative approach regarding the Effect of Organizational Citizenship Behavior on Employee Job Satisfaction.

Research variable

The dependent variable is the variable that is the main concern in explaining the variable, in the dependent variable and the changes that will occur next (Kuncoro, 2013:50). The dependent variable in this study is employee job satisfaction (Y). Independent Variables are variables that affect changes in the dependent variable and have a positive or negative relationship for the dependent variable (Kuncoro, 2013: 50). The dependent variables in this study include altruism (X1), civic virtue (X2), conscientiousness (X3), courtesy (X4), and sportmanship (X5).

Variables and Indicators

Table 1. Variables and Indicators

Variables	Indicators
<i>Altruism</i>	<ol style="list-style-type: none"> 1. Replacing coworkers who don't come in or take a break 2. Helping others whose work is overloaded 3. Assist in the orientation process of new employees even if not requested 4. Helping other people's work when not logged in 5. Help customers and guests if they need help 6. Take time to help others related to work problems
<i>Civic Virtue</i>	<ol style="list-style-type: none"> 1. Pay attention to functions that help the image of the organization 2. Pay attention to important meetings 3. Support functions within the organization
<i>Conscientiousness</i>	<ol style="list-style-type: none"> 1. Arrive early, so you're ready to work when business hours start 2. On time every day, regardless of other factors such as weather, traffic and others. 3. Talk as necessary on the phone. 4. Don't spend time talking outside of work. 5. Come immediately when needed. 6. Don't take excess time.
<i>Courtesy</i>	<ol style="list-style-type: none"> 1. Following changes and developments in the organization. 2. Read and follow organizational announcements. 3. Make judgments in assessing what is best for the organization.
<i>Sportmanship</i>	<ol style="list-style-type: none"> 1. Not finding fault in the organization. 2. Do not exaggerate the problem out of proportion
Job Satisfaction	<ol style="list-style-type: none"> 1. The work itself 2. Salary 3. Supervision 4. Promotion opportunity 5. Coworkers

Population and Research Sample

The population is a complete group of elements, which are usually people, objects, transactions, or events in which we are interested in studying or becoming the object of research (Kuncoro, 2001 in Kuncoro, 2013: 118). The sample is part of the population that is expected to represent the research population. The sample is considered to represent the characteristics of the population, to obtain a sample that can represent the characteristics of the population, an appropriate sample selection method is also needed (Kuncoro, 2013:122).

In the research that will be conducted, the population studied are all employees of the Yogyakarta Province Job Training and Productivity Development Center. Then the sampling technique that will be carried out using Nonprobability Sampling, namely non-probability sampling is a sampling technique that does not provide equal opportunities or opportunities for

each element or member of the population to be selected as a sample. Furthermore, the sampling method that will be used in this study uses Saturated Sampling according to Sugiyono (2017: 85) to obtain a sample unit by determining that all members of the population are used as samples. Another term for saturated sample is census, where all members of the population are sampled

DISCUSSION AND RESULT

Table 2. Validity Test Results

Variables	Items	r hitung	r tabel	Note
Altruism	1	0.869	0,279	Valid
	2	0.899	0,279	Valid
	3	0.824	0,279	Valid
civic virtue	1	0.718	0,279	Valid
	2	0.855	0,279	Valid
	3	0.794	0,279	Valid
conscientiousness	1	0.757	0,279	Valid
	2	0.927	0,279	Valid
	3	0.840	0,279	Valid
	4	0.821	0,279	Valid
courtesy	1	0.733	0,279	Valid
	2	0.792	0,279	Valid
	3	0.745	0,279	Valid
sportsmanship	1	0.662	0,279	Valid
	2	0.780	0,279	Valid
	3	0.895	0,279	Valid
Job satisfaction	1	0.578	0,279	Valid
	2	0.607	0,279	Valid
	3	0.650	0,279	Valid
	4	0.631	0,279	Valid
	5	0.490	0,279	Valid
	6	0.803	0,279	Valid
	7	0.564	0,279	Valid
	8	0.578	0,279	Valid
	9	0.639	0,279	Valid
	10	0.529	0,279	Valid
	11	0.707	0,279	Valid
	12	0.648	0,279	Valid

Based on table 2, it can be concluded that after going through the calculation of the data using SPSS 25, it was found that the r count for each variable in the questionnaire obtained results that were greater than the r table. So that it is declared to meet the validity test on each

variable question item on the questionnaire. Table 3 shows that the Cronbach Alpha values are all above 0.600. So the six variables used in this research are declared reliable

Table 3. Reliability Test Results

VariabLES	<i>N of Items</i>	<i>Cronbach's Alpha</i>	Note
Altruism	3	0.827	Reliabel
civic virtue	3	0.683	Reliabel
Conscientiousness	4	0.846	Reliabel
Coutesy	3	0,621	Reliabel
Sportsmanship	3	0,683	Reliabel
Job satisfaction	12	0,839	Reliabel

Furthermore, the results of the classical assumption test indicate that the results of the normality test using the One-Sample Kolmogorov-Smirnov Test are known that the Asymptotic Significance > 5% is 0.200, it can be stated if the regression model has met the normality assumption. The multicollinearity analysis test table for the VIF (Variance Inflation Factor) value for each variable does not exceed or is less than < 10, so it can be concluded that there is no multicollinearity between variables. In the scatterplot graph, the spread of points is above and below or around the number 0 and does not only gather above or below. The dotted pattern has a wavy pattern with a wider and narrower scope of distribution then widens again and has a non-patterned dotted spread. So that in this study there were no symptoms of heteroscedasticity so that this test was fulfilled.

Hypothesis testing

F test

In this study, we will use the results of the F test by looking at and determining the significance, the significance level used (α) = 5% stating that all independent variables simultaneously and significantly affect the dependent variable.

Table 4. F Test results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1004.532	5	200.906	16.015	.000 ^b
	Residual	551.968	44	12.545		
	Total	1556.500	49			
a. Dependent Variable: KepuasanKerja						
b. Predictors: (Constant), Sportmanship, Courtesy, Altruism, CivicVirtue, Conscientiousness						

Source : Primary data processing results

Based on table 4 above, it can be seen that the value of Sig. is $0.000 < 0.05$ in the basis of decision making on the F test, it can be concluded that Organizational Citizenship Behavior (X) has an effect on job satisfaction (Y). It is known that the f count is $16.015 > 2.45$, then the independent variable (X), namely the Organizational Citizenship Behavior dimension has an effect on the dependent variable (Y) of employee job satisfaction.

T Test

The t-statistical test basically shows how much influence one explanatory variable has in explaining the dependent variable, aiming to find out the independent variable (X) has an effect on the dependent variable (Y).

Table 5 T test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.203	5.293		2.872	.006
	Altruism	1.137	.297	.546	3.831	.000
	CivicVirtue	-.376	.423	-.101	-.890	.378
	Conscientiousness	.417	.439	.153	.948	.348
	Courtesy	1.048	.345	.340	3.040	.004
	Sportmanship	.311	.250	.121	1.244	.220
a. Dependent Variable: KepuasanKerja						

Source : Primary data processing results

Based on table 5 if $t_{\text{arithmetic}} > t_{\text{table}}$ then there is an influence of the independent variable (X) on the dependent variable (Y) meaning that the hypothesis is accepted. In this case the formula to find t table = $(0.05/2 ; 50-5-1)$ then t table = $0.025 ; 44$ is 2,015. In the altruism variable, it can be seen that the t count is 3.831, because the t count is $3.381 > t_{\text{table}} 2.015$, it

can be concluded that the altruism variable (X1) has an influence on job satisfaction (Y). In the civic virtue variable, it can be seen that the t count is $0.890 < t \text{ table } 2.015$, so it can be concluded that the civic virtue variable (X2) has no effect on job satisfaction (Y). In the conscientiousness variable, it can be seen that the t count is $0.948 < t \text{ table } 2.015$, so it can be concluded that conscientiousness (X3) has no effect on job satisfaction (Y). The next variable is courtesy, it can be seen that t count is $3.040 > t \text{ table } 2.015$, so it can be concluded that courtesy (X4) has an effect on job satisfaction (Y). In the sportsmanship variable, it can be seen that the t count is $1.244 < t \text{ table } 2.015$, so it can be concluded that sportsmanship (X5) has no effect on job satisfaction (Y).

CONCLUSIONS & SUGGESTIONS

The independent variable Organizational Citizenship Behavior (X) which consists of five aspects simultaneously affects the dependent variable of job satisfaction (Y). The altruism variable in the OCB dimension has an influence on employee job satisfaction in Organization X. The second variable is civic virtue in the OCB dimension has no effect on employee job satisfaction in Organization X. The third variable conscientiousness in the OCB dimension has no effect on employee job satisfaction in Organization X. The fourth variable courtesy in the OCB dimension has an influence on employee job satisfaction in Organization X. The fifth variable sportsmanship in the OCB dimension has no effect on employee job satisfaction in Organization X.

Suggestions that can be given based on Organization X are managers are willing to provide understanding for employees if there is a desire between employees to help each other and be carried out on an ongoing basis then it can become a good habit that can be followed by all employees, superiors provide sufficient understanding in regular meetings held it contains clear and complete information regarding changes and developments that can occur, what are the challenges, how to deal with them so that employees are ready and willing to face them. The limitation of the research, which was conducted only in one place, namely in the Yogyakarta area, so that in getting the respondents desired by the researchers was still limited and felt less fulfilling the target. On the other hand, in taking data, the researcher only entrusted it for a certain period of time so that he could not directly observe the respondents in filling out the distributed questionnaires. In this case the researcher could not ensure the consistency of respondents' answers during filling out the questionnaire.



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